

Case Study 1

At the City Council meeting, Susan makes a strong case for changes to be made in order to make the streets in the south campus neighborhood safer. Susan is an employee at CSU, Chico. Her son was recently beat up while walking home.

1. What kind of character will Susan need in order to advance her cause?
2. What will it take for others to join her cause and keep them involved?
3. What formal opposition is she likely to encounter?
4. What advantage does Susan have over the City Council members in addressing this issue?

Case Study 2

Bill is a long time employee and loves to “get his hands dirty” in the jobs he does. It is for this reason he has resisted invitations to move into managerial and supervisory positions. Changes in Bill’s department are being implemented. Bill sees some unintended consequences in these changes coming from those above him. While these change decisions are clearly outside of Bill’s job description, he speaks up at the weekly meeting announcing these changes. While this meeting is really a “sit and listen” meeting, he still voices his concerns. His observations register agreement among other managers at the meeting and they see the possibilities in Bill’s observation.

1. What kind of worker is able to voice these kinds of messages? (qualities and competence)
2. What risks do these conversations have?
3. What posture and tone should Bill take in order increase his chances of being effective.
4. What advantage does Bill have over the managers in the room as he addresses this issue?
5. What is the value of these conversations to the organization?